

Smiles played like sunshine over his thin, bronzed face. He was neatly and simply dressed in clothes that one of his own mechanics could afford. He wore not a single ornament of any kind. He spoke with utter frankness and simplicity.

"I want you to tell me," I had said, "the PRINCIPLE of what you've done. It's all very well for YOU to make YOUR workmen happy and contented for a few years. But what about the thousands of other employers, and the millions of other workingmen? And what PERMANENT good will you do? What will the result be after you're gone?"

Ford's face lighted up as if he saw a vision.

"I think I know what I'm doing," he said slowly. "I haven't read much. I'm no scholar. I'm just a mechanic who has made money. But I've thought this all out.

"Profits should be shared between capital and labor, and labor ought to get most of the profits, because labor does most of the work that creates the wealth.

"The cause of labor troubles has been that the capitalists have grabbed too much of the profits. That makes the laborers poor, discontented and INEFFICIENT.

"The capitalist, the manager and the workman ought to pull together. They've got to co-operate to make their industry successful. And the salvation of society depends on their getting along together.

"Now, what do we do in our plant? We find that we men who furnished the money to start with are making bigger profits than we have any right to. So we simply share up with the workmen, who REALLY makes that money.

"And we don't do it by giving them presents. That would lower their self-respect. We give them their share of what they've made, week by week, in their pay envelopes."

"But you're paying the man who sweeps out your factory \$5 a day. And your competitors can't do that, they say."

"Can't they?" Ford smiled. "They ought to talk to Thomas Edison. He'd tell them what I tell them—'Standardize whatever you're making, simplify your product and your process, and then maybe YOU, too, can double your men's wages.'

"But suppose they can't do it. That doesn't affect the principle of the thing.

"The principle is to share your profits with your workmen, whether they're big or little. Be content with moderate dividends. And if you can't add more than five cents a day to your men's wages, on a profit-sharing basis, do THAT. If you start, you'll soon find you can afford to give them more.

"Why? Because they'll earn more. Every man in our shops is a partner in the business. No wonder I make money when I've got 20,000 partners helping me instead of 20,000 workmen watching the clock.

"Do you want to know the secret of business success? Well, it isn't any secret. Christ gave it away long ago. It's just this—GOOD WILL.

"That's about all the Christianity I've got, I guess. But Good Will is the one big thing in life that's worth while. It's what makes life worth living. And it's all we can carry with us into the Hereafter. When I get to heaven I want to go loaded with Good Will.

"Good Will toward employers, Good Will toward employees, that's what greases the wheels of industry. That's what ANY employer can use, and it's better than any monopoly or patent right. It's what will save our industrial society."

"And are you trying to persuade other employers to adopt the profit-sharing system?" I asked.

"I never try to persuade anybody to do anything," he answered. "Not